

[08:33:51] Operations tells Quint 4 to back out. (Through conversations with Quint 4 Captain, he was located at the basement door, which was the Delta side of the office building. Quint 4 Captain ordered his company to retrieve another line due to the fact that the 2 ½ in place was still inside the structure and he could not reach the nozzle. Prior to his company making it back to the door with an additional line, orders to back out were given and Quint 4 discontinued their assignment).

[08:34:06] Command calls all units for a PAR.

[08:34:10] Units begin completing PAR. Quint 1 is the first to report back.

[08:36:19] Command calls for use of ladders for defensive, use caution around power lines. Safety replies the only ladder in service is Quint 1 with Engine 3 on the roof.

[08:37:50] Command advises Operations to report to the Command Post.

[08:38:22] Engine 3 advises Operations they are exiting the roof.

[08:39:05] Operations advises Safety to report to.....(traffic is then inaudible). Through conversations with Operations, he confirmed that he was requesting Safety to report to the Command Post to discuss the Incident Action Plan with him and the IC.

[08:41:11] Quint 4 Captain, reports to Operations that they are located on the Alpha side of the structure near Quint 2. Through conversations with the Operations officer and Quint 4 Captain the following has been determined. After the Incident Commander, Operations Officer and Safety Officer meet and confirm they were dealing with a defensive fire contained to the office area; they updated the Incident Action Plan and agreed to deny entry into the office and protect the exposure buildings. The Operations Officer meets with Quint 4 Captain and proceeds to ask if his companies (Quint 4) previous location would be a good place to protect the exposures, Quint 4 Captain replies "yes." Operations offers to send another company to Quint 4's previous location, however, Quint 4's Captain informs the Operations officer that his crew did not engage in a fire attack while in the basement, "everyone is fresh and we know how the line is played out."

[08:42:57] Bravo Division advises he is sending a recon team in to check the firewall at the rear of the office.

[08:43:12] Command copies Bravo Divisions traffic and advises he met with Operations and Quint 4 is being used as a primary defensive exposure to keep fire out of the warehouse and for them to keep an eye on the rear of the structure.

[08:43:59] Division Bravo reports heavy fire.....(inaudible).

[08:44:26] Operations advises "Quint 2 needs some water or get your aerial out of the way."

[08:45:29] Command advises "Operations to check the placement of Quint 2 and get them out of the collapse zone."

[08:45:50] Rescue 1 Captain reports' "water lost on his 2 ½ from Quint 2, where is that 2 ½?"
[08:45:59] Quint 2 Engineer advises they shut it down and have a master stream in place.
[08:46:51] Command orders a Ladder Tower to the rear of the structure.
[08:53:55], [08:54:02], [08:54:07], [08:54:16] Quint 4 Captain attempts to make radio contact without success. Operations also tried to make contact with Quint 4 twice during this time.
[08:54:22], [08:54:28] Quint 4 Captain, attempts radio contact again, without success.
[08:54:24] "C" Sector calls Captain Farley ( <b>Captain Farley is taking a recon crew in to check the firewall in the basement area</b> )
[08:54:55] Quint 4 Captain tries again to make contact.
[08:54:58] and [08:55:21] Q 4 Captain was overridden by other traffic as he attempted to make contact.
[08:55:41] Operations attempted to call Quint 4 Captain
[08:55: 48] Quint 4 attempted to return the call without success.
[08:56:03] Quint 4 attempts to make contact again at without success.
[08:56:46] Quint 2 Driver advises heavy fire showing from the Bravo side window.
[08:57:14] Safety calls Quint 4 Captain.
[08:57:24]Operations tells' RIT 2 to report to Quint 4.
[08:57:44] Safety advises they are activating RIT 2 for Quint 4, Command copied.
[08:57:59] Justin Monroe's radio is keyed without a successful transmission. [ <b>This may have been an inadvertent activation; there was not a transmission with the ping report</b> ]
[08:58:18] Quint 4 Captain attempts to use his radio to make contact, without success. [ <b>Quint 4 Captain also confirms through interviews he attempted to use Vic Isler's radio without success, exact time unknown</b> ]
[08:59:14] "C" Division, "see if that line is running down into the basement.....he's not on the end of it, Captain Farley has it in hand".
[08:58:37] Basement Division reports something about the stairwell, he is unreadable.
[08:59:28] "C" Division request help before they lose the basement.
[09:00:15] Safety reports to Operations that he has met with Quint 4 ( <b>Monroe</b> ) face to face.



[09:00:53] Command copies Quint 4 crew is okay and advises there is relief for them at Quint 4's rig.

[09:01:33] Operations tells' Engine 43 crew to stand-by at Quint 4.

[09:02:08] Basement Division advises Charlie Division he has about 30 seconds before he loses the stairwell, "get me some water." **(The line the Basement/Recon Division attempted to utilize was a 2 ½ line shut down when crews went defensive and master streams were put in place, explaining the reason it lacked pressure)**

[09:02:33] Quint 4 calls Operations, **(no distress detected in Quint 4 Captains voice)**

[09:02:56], [09:03:05], [09:03:40] Quint 4 attempts again to make radio contact, without success.

[09:04:20] Basement Division advises "Captain Youngblood he needs water now."

[09:04:40] Quint 4 Captain is able to make brief radio contact "Quint 4 to Safety" **(There is a sound of distress in Captain Barkley's voice).**

[09:04:56] Quint 4 Captain attempts again to make contact without success.

[09:04:58] Safety attempts to contact Quint 4 Captain "Quint 4, 2 ½ "D" Side". Through conversations with the Safety Officer, he confirms that the RIT Team (2) was being activated prior to the May-Day.

[09:05:53] Quint 4 Rider attempts to use his radio, transmission failed. Quint 4 rider indicated through his own account that he is attempting to re-enter the building and inform Quint 4 Captain that he has fire behind him. However, after becoming scared and nervous he was unable to transmit and exited the area. Quint 4 rider was instructed to report to his apparatus by an SFD Officer.

[09:05:54] Quint 4 Captain again attempts to make contact with his radio without success.

[09:06:13] Mayday, Mayday, Mayday issued from Quint 4 Captain.

[09:06:17] "Safety to all units standby, May-Day go-ahead".

[09:06:21], Quint 4 to....., Mayday, Mayday, Mayday.

[09:06:32] "B" Division "Unit reporting Mayday".

[09: 06:36] Quint 4 Captain responds with an urgent message

[09:06:42] Safety reports "Quint 2 behind Quint 4, 2 ½ line in the "D" side exposure, we got a May-Day"

[09:07:10] Operations advises Command RIT 2 is in place, heading for Quint 4.

[09:07:16] Command copies

[09:07:21] Operations advises RIT 2 is in operation.

[09:07:25] Quint 4 Captain advises "I'm on the hoseline, but the hoselines gone dead"

[09:07:34] Operations switched all traffic other than the Mayday traffic to Fireground 3.

[09:10:59] Safety asks for EMS behind Quint 4, firefighter down, **(This is the approximate time Quint 4 Captain is removed from the structure).**

[09:11:39] Rescue 1 driver is heard asking for another line, you can hear a PASS device going off in the back ground and it sounds if someone on the outside of the building is screaming.

[09:15:28] Operations tells RIT 1 to report to Quint 4 "D" David side.

**The FG Traffic recorded below is from FG 3 and is significant to the recovery of Isler and Monroe.**

[09:33:38] Chief 20 confirmed he is on the "A" side with the Rescue, **(A SFD Captain locates Vic Isler and Isler is removed from the structure, just prior to this time)**

[09:33:50] Chief 20 request a fresh crew and advised "we still have one more in-side".

[09:33:55] Operations advised 43 crew to report to "A" side.

[09:34:28] "D" David Division requested an Engine and rural supply to help with "D" exposure.

[09:35:08] Operations confirms with Command an Engine and Tanker operation is needed for "D" exposure. **(It should be noted the water supply to Quint 3 ruptured due to thermal injury, exact time unknown).**

[09:35:59] Command confirms with Operations that he is getting a Tanker Task Force for the rear of the structure.

[09:36:45] Chief 20 advised Operations he had a crew interior (57 holding fire).

[09:47:32] Chief 20 advises Command, **(after the crews who recovered Monroe had exited the building with him)** that "All crews are out it's collapsing on us".



**SUMMARY OF INCIDENT:** Based on interviews, review of data collected by other investigative agencies, and site visits at Salisbury Millworks.

On March 7, 2008 Salisbury Fire Department Stations 1, 2, 3 and 4 consisting of 4 Quints, 1 Rescue Engine, 1 Squad, 1 Battalion, 1 Safety Officer and 1 Division Chief responded to a reported structure fire at Salisbury Millwork. Twenty members of the Salisbury Fire Department were initially dispatched as a first alarm assignment.

Off- duty on- call officers of the Salisbury Fire Department begin responding almost immediately.

There were several reports from Communications and Salisbury Police Department of a fire in the basement prior to the arrival of fire crews.

Quint 2 was the first to arrive on the scene and reported "working fire" conditions in the basement. Quint 2, by pre-determined assignments assumed the first engine duties, established a water supply and pulled two lines from their apparatus for fire attack. A 100' pre-bundled section of 2 ½ line was pulled initially by the Captain from Quint 2. He met with the Captain of Rescue 1 as they arrived. Rescue 1 pulled an additional 1 ¾ line to the basement door and began to attack the fire. They were able to enter a few feet into the basement before they encounter debris and lost water pressure due to a hole being burned in the hoseline. The back-up 2 ½ was then placed in-service by the Captain of Quint 2 who was assisting Rescue 1 crew.

Safety 1 arrived soon after Quint 2 and assumed "Incident Safety". As he arrived he noticed a person (civilian) enter into the building on the Delta side, and he began to pursue him. He never encountered the person again; however, he opened doors and made his way through the building. He encountered no fire or smoke conditions in the warehouse, shipping or manufacturing areas.

Quint 1 arrived and assumed the duties of the first truck company. They searched the first floor office area. Quint 1 pulled a 1 ¾" line from Quint 2 to take inside as they searched the first floor. Squad 1 arrived and was initially advised by Battalion 1 to assist with the water supply to Quint 2. As soon as they completed the assignment they continued with their pre-designated assignment and quickly joined forces with Quint 1 driver for vertical ventilation.

Battalion 1 arrived and assumed "Julian Road Command". Soon after his arrival he requested a third alarm. A second alarm had already been requested by the activated off-duty on-call Battalion Chief 2 to fill the vacated stations.

Quint 4 arrived on the scene and assumed the duties of the second engine. They established a secondary water supply. A problem with making the connection to the hydrant was encountered delaying the crew slightly; however, they soon recovered and continued. As they arrived into the scene they place their apparatus in a position for defensive operation in case it was needed. Squad 1 soon joined Quint 4 due to the roof ventilations operations were abandoned almost immediately. Quint 4 and Squad 1 then advanced a (dry) 2 ½ line (about 15 minutes after Quint 4's arrival) through the shipping area into the office to back-up Quint 1. Quint 4 Captain took two rope bags with him and

ordered them tied together, with one end being attached to an outside bench. As they entered into the shipping area Quint 4 Captain confirmed their vision is good, with no heat and no fire. They continue into the office and began to encounter smoke, but no heat or fire. The hoseline is charged at this point. Quint 4 Captain used his thermal imaging camera (TIC) to recon the area and noticed a little heat in a Delta side office. He ordered his company to use the nozzle to check the atmosphere for heat and apply water around a vent near the ceiling; they did not encounter any significant heat or fire. Quint 4 Captain and Quint 1 Captain then met in a middle hallway and discuss hearing the crews under them fighting fire, they also noticed a weak spot in the hallway floor and decide it may be unsafe to stay in that area. Quint 4 Captain gave the end of his safety rope bag to the Quint 1 Captain. Quint 1 Captain and his crew exited and tied the rope to an outside rail on the Alpha side of the office; giving both companies a rope with two points of egress should conditions deteriorate. At this point fire broke through the first floor and Quint 1 engages in a fire attack with a 1 ¾ line, they also begin ventilating the Bravo side windows. Quint 4 egressed from their original point of entry back through the shipping area.

Quint 3 arrived on the scene and operated as second truck. The Captain determined to establish a third water supply as they approach the scene. Quint 3 assisted with basement operations.

Chief 10, Chief 30 and Chief 40 arrived on the scene and provide support to the Incident Commander. Several other off duty officers arrived on the scene. They checked in with Command and receive orders. At this point an Operations Officer, Staging Officer and Division Bravo and Basement Officer were established as incident operations continued to progress. An Alpha and Delta Division was also established later in the incident when Chief 20 and Chief 710 arrived.

About ten minutes into the incident Rescue 1 Captain advised Command of an initial knockdown on the fire; however they had to work around a lot of debris. Safety 1 confirmed that the smoke was beginning to improve in the basement and first floor.

While the progress seemed good in the beginning, conditions begin to deteriorate. Quint 1 Captain advised that fire had broken through the first floor and they engaged in a fire attack in an office on the Bravo side. At this point Command ordered crews (Squad 1) off the roof. The Captain from Rescue 1 reported his crew was exiting due to high heat. Command acknowledges the fire on the first floor and orders all crews out, he then request a personnel accountability report (PAR) from all crews and informs all personnel they are in the Defensive Mode. All crews report to be out of the involved fire area; however it appears some crews are still working the fire from the exposures (Quint 4 and Quint 2).

Safety informed Command that there was no extension into the exposure areas. At this point Quint 2 exited the basement on the Bravo side, replenished their air and proceeded to a basement door on the Alpha side of the building. They are instructed to advance a 2 ½ through the basement door. As they progress into the basement they encountered another door in the masonry wall. They breach the door and encounter heavy fire. They engaged in a fire attack, however, they begin to experience water pressure problems and exited.

Safety and Command discuss Quint 4's position and conclude it is a good place to protect the exposure. The Incident Commander advised crews not to enter into the involved areas. Rescue 1, Quint 2 and



Quint 3 continue their firefight from the doorways of the basement and seem to be making progress. Rescue 1 advised Command that they were moving debris and requested to go back-in about five feet, (this is about forty minutes into the incident). Crews then began operating in more of an offensive/defensive mode and Rescue 1 Captain advises they are making a good hit on the fire.

Safety discussed with Command the possibilities of putting a crew back on the roof to vertically ventilate the structure. Further discussions between Safety, Rescue 1 Captain and Quint 1 Captain lead to Engine 3 being assigned the task of opening the roof.

As conditions continue to improve again, Quint 1 reports back to the Alpha side and re-enters the first floor office. Safety 1 confirmed with Quint 1 that the conditions (smoke) on the first floor had improved and it was a clean, white, lazy smoke (not pressurized). Rescue 1 advised they were getting a good hit on the basement and are proceeding further in. Command copied and suggested that Rescue 1 use a smooth bore for penetration.

Crews continue the firefight for about fifteen to twenty minutes knowing they have a deep seated fire. The IC has ordered Class "A" foam from Station 45 to assist with the operation. Relief crews have been established as companies begin rotating out for rehabilitation.

Operations called Command with an emergency message and advised that conditions had deteriorated on the first floor (the fire flashed). Command orders all crews out so they could regroup. Operations initiated a CODE RED and initially there is concern about Quint 1's location, however rapid intervention team 1 (RIT 1) made face to face contact with them and advised they were ok and accounted for. The Incident Commander met with his staff at the Command Post, the Pre-Plan was reviewed and PARS were conducted to ensure all crews were together and safe. Command confirms that Class "A" foam was requested and a strategy to begin applying foam into the basement was now part of the updated incident action plan (IAP).

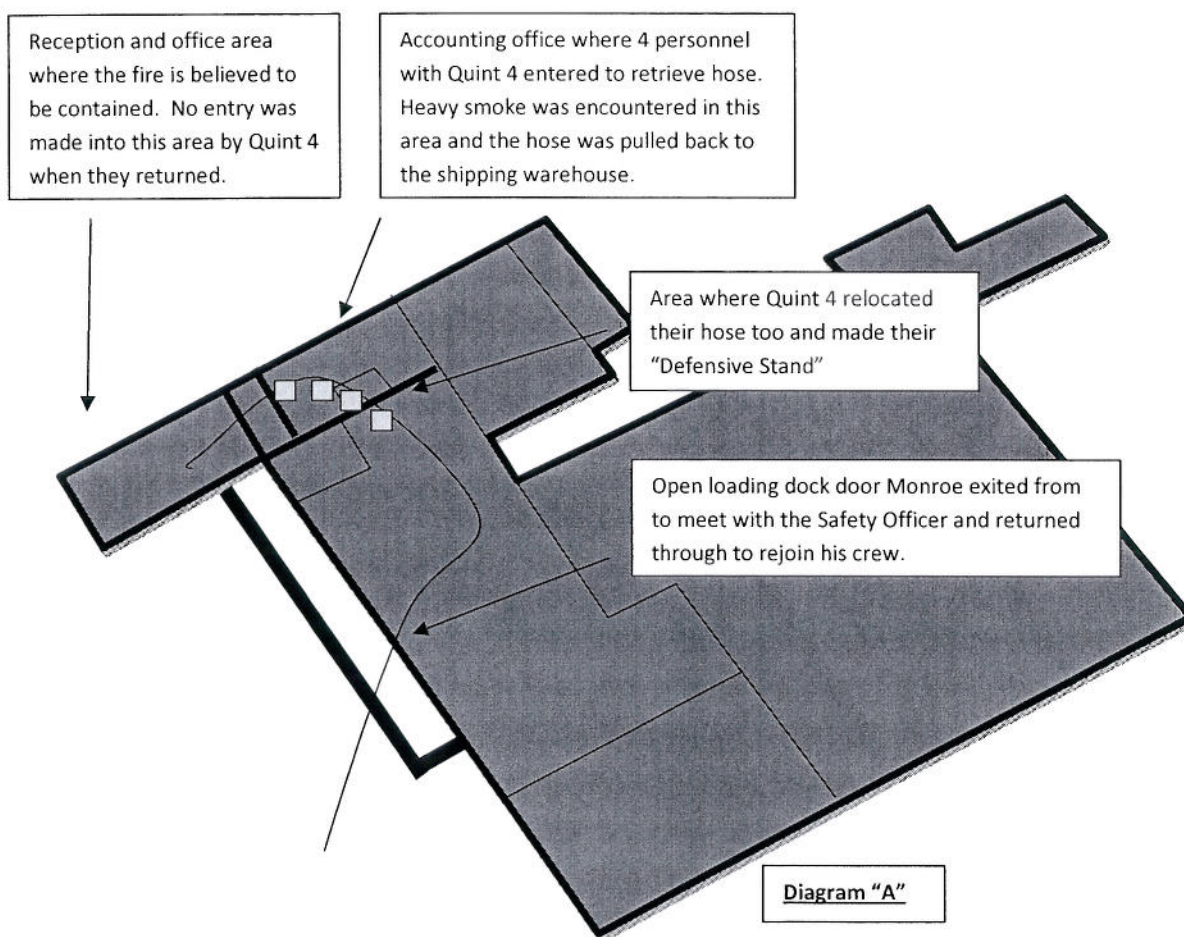
Rescue 1, Quint 2, Quint 4, and Engine 451 as well as other crews returned to the basement area and were attempting to control the basement fire with Class-A Foam via hand lines. The Incident Commander called Bravo Division for an update on the foam line. The heat has pushed them back and they were having visibility problems. The Incident Commander also continues to get PAR counts from all of his crews.

As crews continued to work the basement fire, the first floor of the office becomes engulfed in fire. The Operations Officer pulls all personnel from the structure (Quint 4 was at the basement door on the Alpha side other crews were at the Bravo Basement).

The Incident Commander once again requested his staff to the Command Post and updated the IAP. It was determined that the fire was contained to the office area and the manufacturing and shipping area were protected by fire walls. The Command Staff discussed making a stand at the firewalls to protect the manufacturing and shipping area.

A team was sent into the uninvolved portion of the basement to recon the fire wall. They did not encounter any smoke, heat or fire as they traveled through the basement. They reached a set of steps near the basement entrance on the Delta side of the office where there was a 2 ½ line and ascended the stairs to the tool room entrance in the shipping area of the first floor. At the top of the stairs they encountered fire in the tool room; the Basement Division leader stated that it appeared the fire was entering into the tool room through a window or door on the loading dock. An additional line was ordered by the Recon Team to help protect the stairs; however, the Recon Team was backed out prior to a line being advanced in. The hose located by Recon Team encountered water pressure issues which can be attributed to the fact that the hose was shut down for master stream operations. The stairs are a lost battle before a crew can be put in place. The Recon Team exited as collapse of the tool room forces them down the stairs.

The Operations Officer spoke with Quint 4 Captain and provided him with the updated plan focusing on protecting the shipping area (see diagram "A").

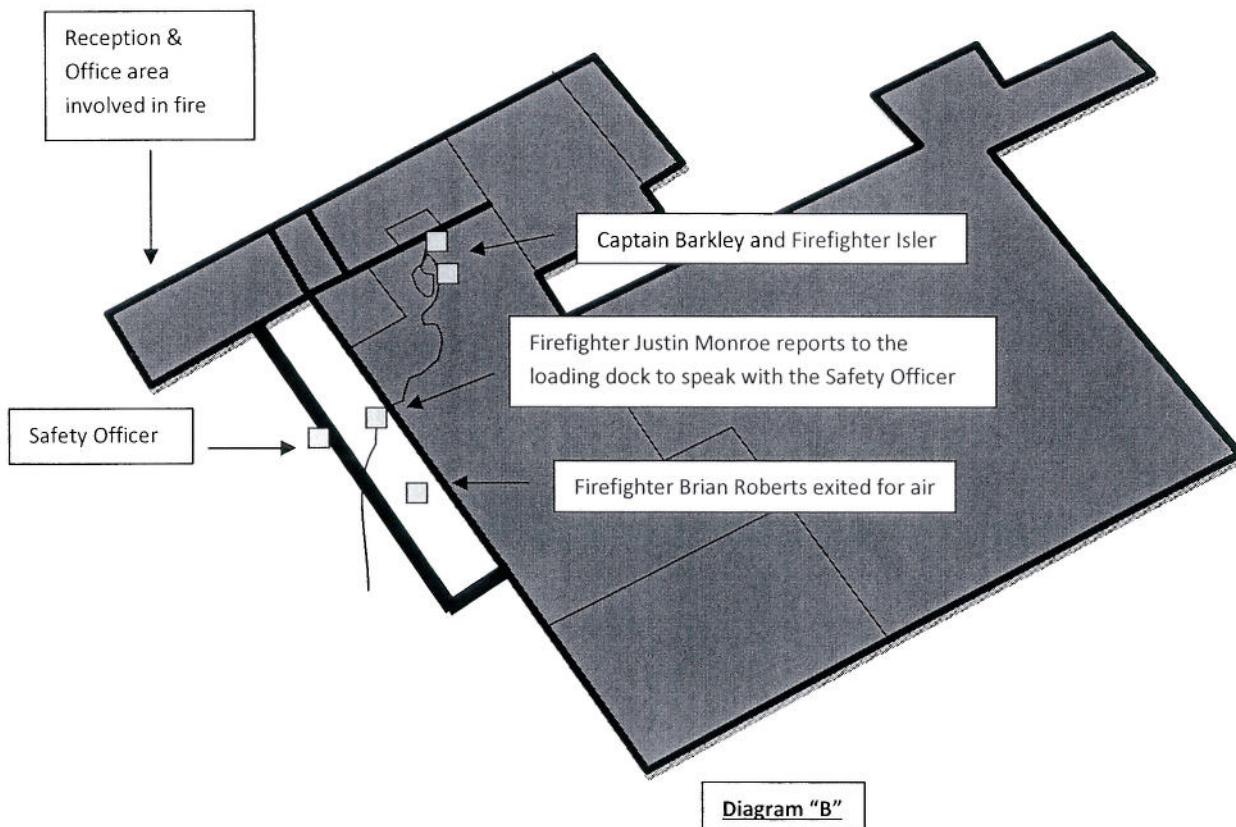


The line for Quint 4 originally went into the reception & office area through three different firewalls, however when Quint 4 crew re-entered to protect the firewall separating the reception & office area from the accounting office, they encountered heavy smoke in the accounting office. The Captain determined this area was not a safe place for his crew so they relocated the hose to the shipping warehouse by pulling it back to the firewall separating the shipping warehouse and accounting office.



Quint 4 entered into the shipping area where they originally left the 2 ½ line they were operating in the office. As they proceed into the shipping area, the Captain of Quint 4 stated that visibility was still good, moderate to heavy smoke above his head (six feet from the floor) with no heat. As his crew continued to follow the hose and walked standing upright through the shipping area, visibility remained good and they encountered no heat. The crew from Quint 4 entered into the accounting office area and began to encounter heavy smoke (three feet from the floor) and some heat. The Captain informed his crew they would back their line out of the accounting office area to a safer location near the firewall separating the shipping area from the accounting office.

The Captain from Quint 4 attempted to contact outside crews and ask for help pulling his line back, but is unable to make contact via his portable radio. He can receive transmissions from outside however he cannot transmit out. His crew is now about sixty feet from their point of entry and closer to other points of egress. The Captain states that visibility is unchanged (good) and the door his crew entered is visible. The Captain from Quint 4 can hear transmissions from Safety 1 and Operations that a RIT Team is being sent in for his crew. The Captain of Quint 4 advises Squad 1 driver Monroe to go back to the door and tell outside crews they are in a safe location and everything is fine. Quint 4's rider also exited for air possibly unknown to the Captain, as crews were pulling the hose back (see diagram "B").



Monroe returns to the open loading dock door where the hose exits and meets with the "Safety Officer" on the loading dock. He confirms his crew (Quint 4) is in a safe location and everything is fine, he then re-enters to return to his crew. Safety 1 relays this information back to Operations and the RIT Team stands down. Safety 1 does not recall the level of smoke in the shipping area however, he does recall seeing Monroe come out of the open doorway standing-up and re-enter standing.

Quint 4 Captain noticed a roll in the hose blocking a hall/doorway he and Isler were using as a prop. The Captain asked Isler to pull the line back to clear the doorway. As Isler is backing the hose out, he noticed the fire is behind him and his Captain. He informed his Captain, who then pulled the nozzle back to Isler when the hoseline suddenly loses pressure. Conditions worsen at this point and Quint 4 Captain laid the nozzle on the floor and crawled about five feet to Isler. They were just past the doorway in the warehouse leading from the accounting office area. Quint 4 Captain tells Isler to wait until he reaches him before proceeding. With deteriorating conditions, they join and proceed to follow the hose, but went the wrong way returning back to the nozzle. After a few seconds of discussion on which way was correct, with the Captain leading, they began to follow the hose-line toward the door. The Captain of Quint 4 confirmed they were going the correct way as he saw a fire extinguisher on his right side which he had seen when first entering the building. While crawling back the Captain of Quint 4 encountered a spaghetti pile of hose, which is attributed to when his crew was trying to pull the line back. Due to conditions deteriorating and changing rapidly Quint 4 Captain is not able to see Monroe as (Monroe) is proceeding back to the company. As the conditions suddenly changed outside crews reported the building became fully engulfed with fire from one end to the other in just seconds. May-Days were issued by Quint 4 Captain as he worked his way through the spaghetti'd hoseline. The Captain turned to converse with Isler however Isler is not there. Quint 4 Captain called out for Isler and went back several feet to look for him when the Captain is overcome by the heat. At this point, the Captain turns back around to try to make it out following the line and reaches a cut in the hose-line. Due to physical exhaustion, the captain laid on top of the hose where the water was leaking to cool off. The Captain makes several May-Day calls and knows one went through because heard the RIT Team being deployed. He then sounds his PASS device so the RIT Team can find him.

As a Mayday was transmitted and heard, Operations enacted RIT 2 who quickly found the Captain of Quint 4 on the hoseline. RIT 2 quickly removed Quint 4 Captain as members of SFD made up additional search teams and continued searching for Isler and Monroe.

Isler is located a short time later by a SFD Captain who pulls him about forty feet towards the loading dock door. There he is met about five to ten feet from the loading dock door and assisted by other SFD members in moving Isler to a waiting paramedic crew. Several other attempts to enter and remove Monroe were made however those attempts had to be abandoned due to deteriorating conditions (see diagram "C").